



# County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA  
Chief Executive Officer

July 10, 2008

To: Supervisor Yvonne B. Burke, Chair  
Supervisor Gloria Molina  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

Board of Supervisors  
GLORIA MOLINA  
First District

YVONNE B. BURKE  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

## DEPARTMENT OF HEALTH SERVICES REQUEST TO APPOINT MELA GUERRERO TO THE POSITION OF CHIEF, BUDGET MANAGEMENT, HEALTH SERVICES

Consistent with the Board-approved policy on management appointments, the Department of Health Services (DHS) requests authorization to appoint Mela Guerrero to the position of Chief, Budget Management, HS at an annual salary of \$117,279 (\$9,773.25/month), placing her on Step 10, of this S11 position and reflecting a 12.76 percent increase over her base salary. We have reviewed the request and concur with the attached DHS request to appoint Ms. Guerrero.

As the Chief, Budget Management, HS, Ms. Guerrero will report to the Associate Chief Financial Officer and will be responsible for the oversight and preparation of the annual DHS budget of over \$4.0 billion in gross appropriation and \$3.0 billion in gross revenue. In this capacity, Ms. Guerrero will direct, organize, plan, and implement the DHS budget and review and evaluate facility requests for adherence to Departmental priorities and policies. In addition, Ms. Guerrero will be responsible for reports, including the Fiscal Outlook, to DHS executive management and the Chief Executive Office regarding the financial performance of each facility within DHS and the Department as a whole.

DHS indicates, Ms. Guerrero has over 16 years of various Los Angeles County experience and a copy of her resume and additional information from DHS is attached. Accordingly, the salary placement for Ms. Guerrero on Step 10 of this S15 position would be consistent with the level of experience and knowledge that she brings to this position.

*"To Enrich Lives Through Effective And Caring Service"*

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Each Supervisor  
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In accordance with the policy on managerial appointments, unless our office is informed otherwise from your offices by July 18, 2008, we will advise DHS that authorization has been granted to proceed with Ms. Guerrero's appointment to Chief, Budget Management, HS at an annual salary of \$117,279 effective July 21, 2008.

If you have any questions or concerns regarding this appointment, please call me or your staff may contact Latisha Thompson of this office at (213) 974-1157 or lthompson@ceo.lacounty.gov.

WTF:SRH:SAS  
MLM:LT:yb

Attachment

c: Executive Officer, Board of Supervisors  
Interim Director, Department of Health Services  
Administrative Deputy, Department of Health Services  
Director of Personnel

Mela Guerrero\_mbs

# NON-PHYSICIAN MANAGEMENT APPOINTMENT REQUEST

Candidate Name: Mela Guerrero

Employee No.:

(Check one) NEW HIRE: \_\_\_\_\_ PROMOTION: **XX**

## I. FACILITY/PROGRAM

A. Provide organization chart & highlight the position:

SEE ATTACHMENT

B. Describe where the position fits into the management organizational structure:

The Chief, Budget Management position reports directly to the Associate Chief Financial Officer.

C. Describe the duties and responsibilities which reflect the scope and complexity of the position:

SEE ATTACHMENT

D. Indicate the candidate's unique qualifications, special skills or abilities, work background or experience, etc.:

Ms. Guerrero has acquired extraordinary knowledge, skills and capability through the performance of her duties, which include the design, maintenance and utilization of complex automated financial information systems in the central control of DHS' operating finances and budgets. Ms. Guerrero has directed and lead the DHS Controller's Division Budget Analysts through the overall, annual County budget. She has directed the planning, organization, and implementation of the DHS Budget and reviewed and evaluated facility budget requests for adherence to Departmental priorities and policies. Ms. Guerrero has been Chief of Budget/Budget Officer for the past 7 ½ years, acting in the absence of the Controller of DHS and a Budget Analyst for a little over 2 years, May 1998 through July 2000. (See attached resume.)

E. Provide the candidate's résumé or curriculum vitae:

SEE ATTACHMENT

F. Identify highest paid subordinate reporting to this position

Name: **Russell T. Yamashiro** Employee #: Title: **Principal Accounting Systems Technician**

Base Monthly Salary: \$ 7,512.73 Base Annual Salary: \$90,152.76 Salary Range/Quartile:

G. Identify management position above the position requested

Name: **Efrain Munoz** Employee #: Title: **Acting Associate Chief Financial Officer**  
(Actual: **Chief, Program Reimbursement, HS**)

Base Monthly Salary: \$11,155.85 Base Annual Salary: \$133,870.20 Salary Range/Quartile: **S12**

## II. HUMAN RESOURCES

Certify that the position is vacant and budgeted

YES ☒ NO ☐

Verify current salary of the individual for whom the request is being submitted.

CURRENT BASE SALARY: Month: \$ 8,667.18 Annual: \$104,006.16 Range, Quartile: 103K, Step 5

NEW HIRE OR PROMOTION: Designate amount of proposed monthly salary based on standard 5.5 increases and/or verify that requested salary is consistent with other managers in the department.

PERCENTAGE INCREASE OVER CURRENT SALARY: 12.76 %

PROPOSED SALARY: Monthly: \$ 9,773.25 Annually: \$ 117,279.00 Range, Quartile: **S11, Step 10**

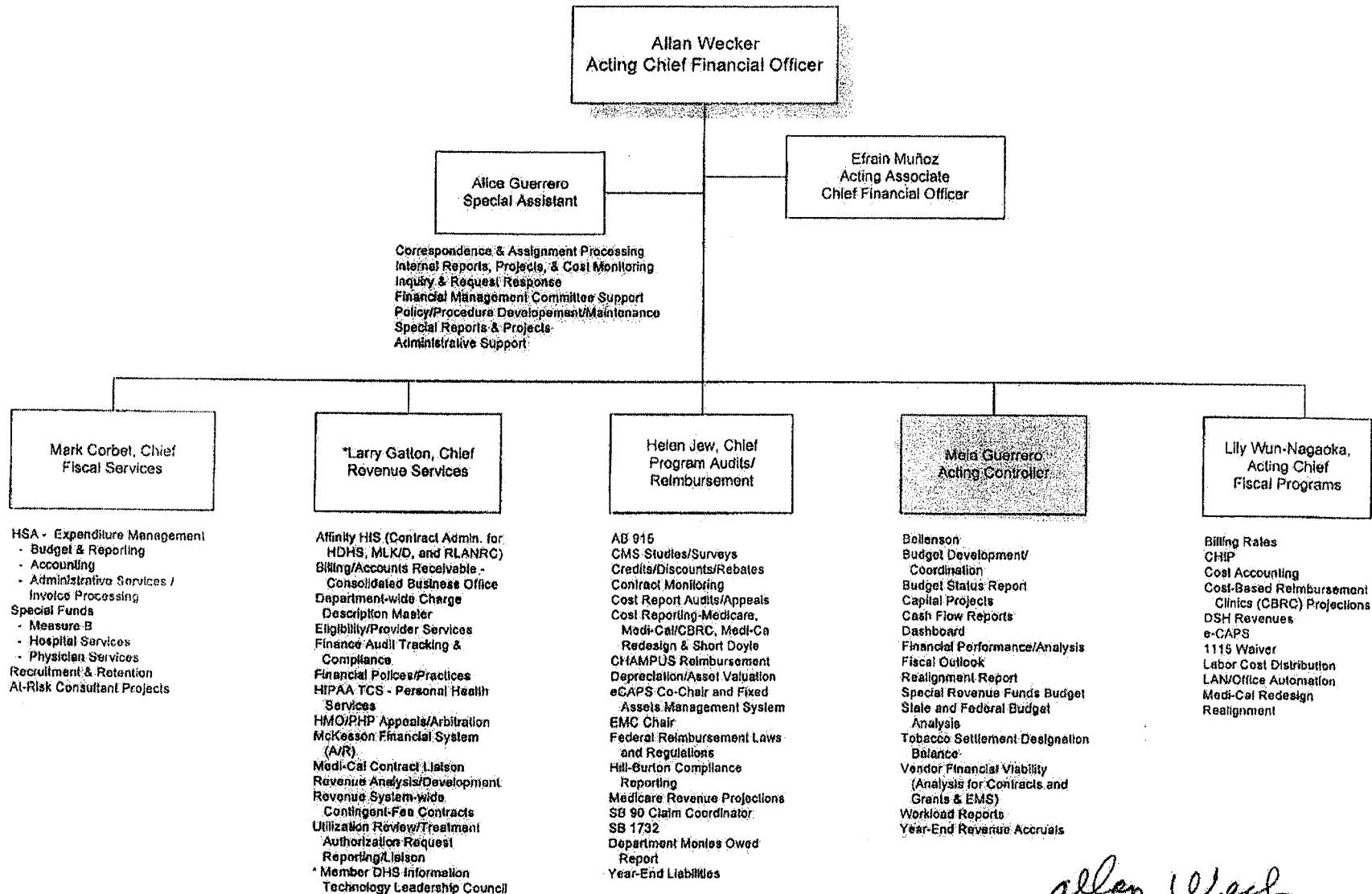
Reviewed listing of all internal equivalent positions within facility/program

YES ☒ NO ☐

Verify that candidate is listed on the appropriate Certification List and is reachable

YES ☒ NO ☐

**COUNTY OF LOS ANGELES - DEPARTMENT OF HEALTH SERVICES  
FINANCE ORGANIZATION CHART**

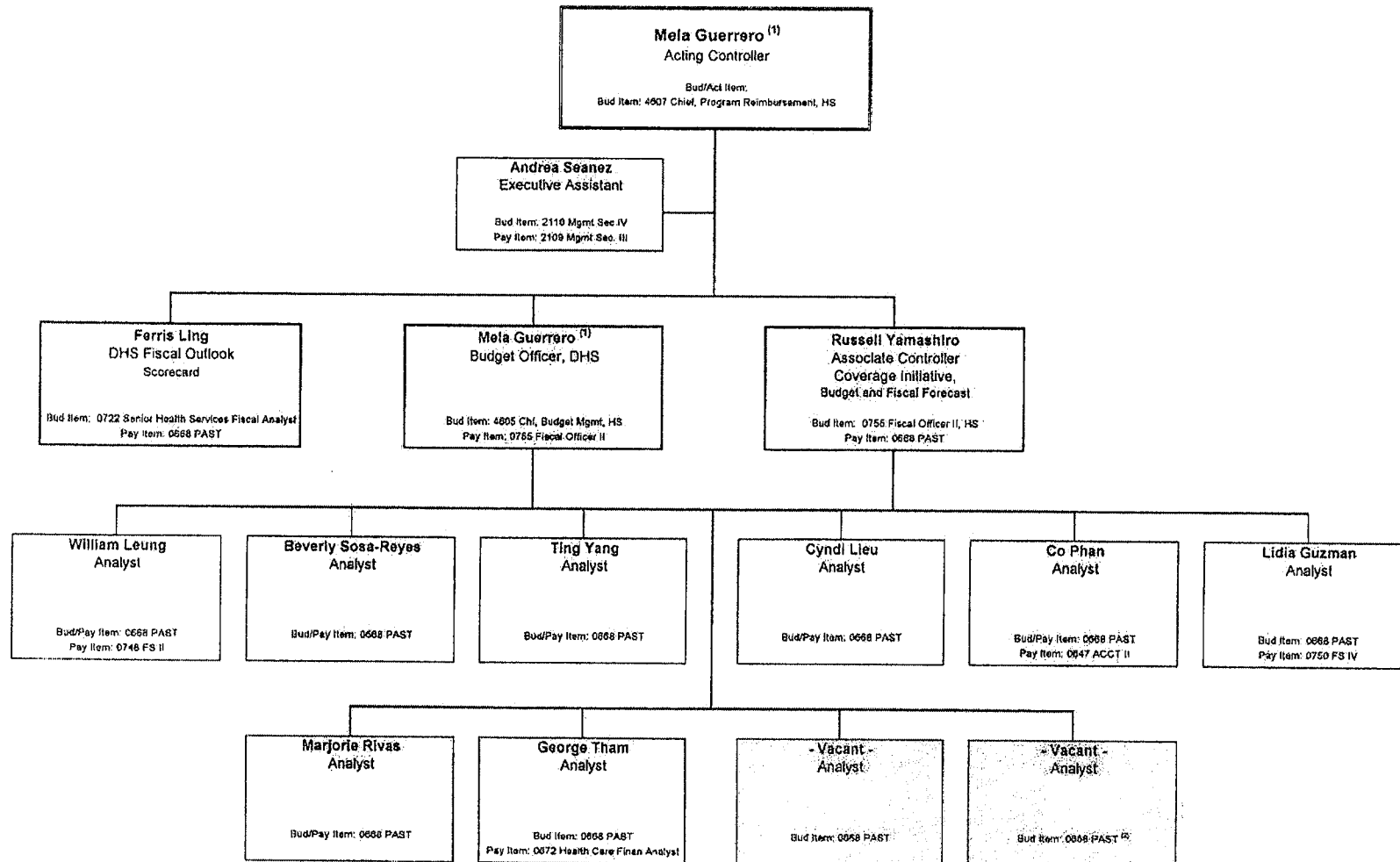


*allan wecker*

Allan Wecker

05/08/08  
Finance Org 07-08

**DEPARTMENT OF HEALTH SERVICES  
CONTROLLER'S DIVISION  
ORGANIZATION CHART**



**Notes:**

- (1) Signature Authorization-All Documents.
- (2) Position to be deleted in FY 2008-09 Budget.

## DUTY STATEMENT CONTROLLER

- Measures and reports to DHS executive management and the Chief Executive Office (CEO) regarding the financial performance of each budget unit and the Department as a whole. The fiscal Outlook is presented to the Board of Supervisors every two months.
- Conducts comprehensive review, analysis, coordination, and preparation of Department of Health Services' (DHS) budget of over \$4.0 billion in gross appropriations and \$3.0 billion in gross revenues, comprised of both Enterprise and General Fund units, including five hospitals, Ambulatory Care, Office of AIDS Program and Policy, Office of Alcohol and Drug Program, Children Medical Services, Public Health Programs, Health Services Administration, Office of Managed Care/Community Health Plan, and Juvenile Court Health Services, in accordance with instructions and policies set by DHS Executive Management, the CEO, and the County Auditor-Controller (A-C).
- Directs and coordinates Department-wide revenue accruals using information obtained from each Enterprise and General Fund budget unit, including extensive evaluation and analysis of revenue collections and forecasts, billing data and third party payers, to establish the Department's actual, projected, and accrued revenue.
- Develop and direct wide variety of manual and automated financial control processes to ensure realization of revenue targets; develops tools to ensure revenue collections are maximized; implements procedures to ensure Departmental funding is properly anticipated, accounted for, and accrued.
- Evaluates the Department's current financial structure, practices, and systems and develops recommendations to improve financing; advises DHS executive management regarding the impact of strategic plans, facility operations, and program changes; and confers and negotiates with the County A-C and outside auditors on fiscal-related audit findings and exceptions.
- Collaborates with DHS Corporate Office of Human Resources and with the County Department of Human Resources to coordinate personnel-related issues including item management, salary savings, etc.
- Reviews and approves all proposed contracts and grants for all DHS budget units to determine accuracy, reasonableness and budgetary impact prior to submission to the Board of Supervisors for approval.
- Provides budget and finance-related information and expertise through participation in significant policy-making and executive management committees involved in strategic planning, proposals, state and federal budget issues, etc.
- Directs, manages, and trains two supervisors who in turn direct, manage and train approximately 10 professional accountants in all aspects of the unit's responsibilities, including budget liaison activities with the budget units, measures of reasonability, trend analysis, internal consistency standards, compliance with County Fiscal Policies and Procedures, etc.

**Mela Marie Guerrero**

**CAREER OBJECTIVE**

Seeking a progressively responsible professional, analytical position with the opportunity for growth and development.

**EXPERIENCE**

**FISCAL OFFICER II, HEALTH SERVICES - December 24, 2002 to Present.**

*Budget Officer, Department of Health Services (functional title as of September 2006) /*

*Chief of Budget, Department of Health Services (December 2002 to August 2006), Controller's Division*

County of Los Angeles, Department of Health Services

313 North Figueroa Street, Room 306, Los Angeles, California 90012

Currently employed by this company and you may contact my employer.

Monthly Salary: \$8,667.18

Total Number of Mos. Worked: 65

Hours Per Week: 40

Number Supervised: 11

Acting Controller in absence of Controller, Department of Health Services (DHS). Directs and lead the Department of Health Services (DHS) and Controller's Division Budget Analysts through the overall, annual County budget. Directs the planning, organization, and implementation of the DHS budget. Reviews and evaluates facility budget requests for adherence to departmental priorities and policies. Makes recommendations to DHS Executive management for the allocation of budgetary resources. Provide technical assistance and training in the annual County budget process to DHS facilities and finance staff. Responsibilities include analyzing the overall County budget through the various phases of the budget process to the final adoption by the Board and briefing management throughout the process; updating and distributing the electronic budget files, budget instructions, and budget monitoring calendar for the new budget year based on the latest information available. Meet with and brief the Chief Executive Office (CEO) and DHS Executive Management regarding the DHS' County budget through the annual process to Board Adoption of the Final Budget. Monitor the budget throughout the fiscal year and update management.

Assist in the preparation of the annual revenue accruals and the year-end closing process. Update and maintain DHS' historical and estimated financing trends utilized for various graphs and charts for Federal, State, and County uses. Coordinate and provide technical assistance for various Departmental requests and reports, such as the Health and Welfare Realignment Quarterly and Annual Reports. Respond to outside inquiries regarding DHS financial and budgetary information, as needed. Assisted in implementing the separation of the new Department of Public Health from DHS. Lead DHS in the transition to the eCAPS budget preparation system phased-in beginning in Fiscal Year 2007-08.

In addition, previously assigned the Juvenile Court Health Services (JCHS) budget unit. Responsibilities included preparing and finalizing the JCHS budget and analyzing JCHS budget through the various phases of the budget process to the final adoption by the Board and briefing management throughout the process. Analyzed and monitored the budget unit monthly financial reports that included budget, year-to-date, and full-year estimate expenditures. Developed and prepared financial projections and analyzed the projections in comparison to the budget unit's projection. Reviewed Board letters for new contracts or contract amendments to validate funding and financing information.

**PRINCIPAL ACCOUNTING SYSTEMS TECHNICIAN - August 1, 2000 to December 23, 2002.**

*Chief of Budget (functional title as of May 2002)/Budget Analyst (August 2000 to May 2002), Controller's Division*

County of Los Angeles, Department of Health Services

313 North Figueroa Street, Room 306, Los Angeles, California 90012

Monthly Salary: \$6,368.91

Total Number of Mos. Worked: 29

Hours Per Week: 40

Number Supervised: 0

Reason for leaving: Not applicable. Promotion to Fiscal Officer II, Health Services

Chief of Budget for the Controller's Division. Acting Controller in absence of Controller, Department of Health Services (DHS). Overall Budget Coordinator and Analyst for DHS (*new duties and responsibilities assumed November 2000*).

Coordinate the overall, annual County budget process for DHS. Direct and lead Controller's Division budget Analysts through the annual County budget process. Provide technical assistance and training in the annual County budget process to DHS facilities and finance staff. Responsibilities include analyzing the overall County budget through the various phases of the budget process to the final adoption by the Board and briefing management throughout the process; updating and distributing the electronic budget files, budget instructions, and budget monitoring calendar for the new budget year based on the latest information available. Meet with the Chief Administrative Office and DHS Executive Management regarding DHS' County budget through the annual process to Board Adoption of the Final Budget. Monitor the Final Budget throughout the fiscal year and update management.

In addition, assigned the Juvenile Court Health Services (JCHS) budget unit. Responsibilities include preparing and finalizing the JCHS budget and analyzing JCHS budget through the various phases of the budget process to the final adoption by the Board and briefing management throughout the process. Analyze and monitor the budget unit monthly financial reports that include budget, year-to-date, and full-year estimate expenditures. Develop and prepare financial projections and analyze the projections in comparison to the budget unit's projection. Review Board letters for new contracts or contract amendments to validate funding and financing information.

Assist in the preparation of the annual revenue accruals and the year-end closing process. Update and maintain DHS' historical financing trends utilized for various graphs and charts for Federal, State, and County uses. Coordinate and provide technical assistance for various Departmental requests and reports, such as the Health and Welfare Realignment Quarterly and Annual Reports. Respond to outside inquiries regarding DHS financial and budgetary information, as needed.

**FISCAL OFFICER I - May 18, 1998 to July 31, 2000.**

*Budget Analyst, Controller's Division*

County of Los Angeles, Department of Health Services  
313 North Figueroa Street, Los Angeles, California 90012

Monthly Salary: \$4,989.45

Total Number of Mos. Worked: 26.5      Hours Per Week: 40      Number Supervised: 0

Reason for leaving: Not applicable. Promotion to Principal Accounting Systems Technician

Assigned the San Fernando Valley (SFV) Area and Alcohol and Drug Program Administration budget units. Responsibilities include preparing and finalizing the SFV and A&D budgets and analyzing SFV & A&D's budgets through the various phases of the budget process to the final adoption by the Board and briefing management throughout the process. Analyze and monitor the budget units monthly financial reports that include budget, year-to-date, and full-year estimate expenditures. Develop and prepare financial projections and analyze the projections in comparison to the budget unit's projection. Review Board letters for new contracts or contract amendments to validate funding and financing information.

Assist in the preparation of the annual revenue accruals and the year-end closing process. Coordinate and provide technical assistance for various Departmental requests and reports, such as the Health and Welfare Realignment Quarterly and Annual Reports. Prepared and coordinated the annual Monthly Financial and Workload Reporting and Forecasting instructions distributed to DHS facilities for use in preparing their Monthly financial reports submitted to the Controller's Division. This included instructions in preparing their projected annual forecasts for the current fiscal year and five subsequent fiscal years. Coordinated the monthly DHS Financial Performance Analysis report for management analysis. Updated and maintained DHS' 16-Year Actual Expenditures and Revenues Trend schedules. These schedules are frequently utilized by other DHS finance divisions for their reports and to respond to outside inquiries regarding DHS historical financial information. Updated and maintained the Adjusted Allowance that incorporated Board approved budget adjustments and provided DHS facilities with their approved operating budgets.

**FINANCIAL SPECIALIST IV - July 1, 1997 to May 17, 1998.** *Section Head, Budget and Revenue Mgt.*

County of Los Angeles, Department of Health Services, Office of Managed Care  
313 North Figueroa Street, Los Angeles, California 90012

Monthly Salary: \$3,453.18

Total Number of Mos. Worked: 10.5      Hours Per Week: 40      Number Supervised: 2

Reason for leaving: Promotional transfer to another department within Health Services for career growth and expanded opportunities.



Responsible for the technical and administrative supervision of two staff members in the operation of the Budget and Revenue Management unit within the Office of Managed Care (OMC). Responsible for all aspects of the OMC budget management and financial forecasting. In addition, responsible for the OMC personnel, payroll, timekeeping, materials management functions, and monitoring, maintaining, and recommending changes to the OMC Personnel Item Control.

Responsible for the development, coordination, preparation, and analysis of the annual OMC County budget request. Reviewed and analyzed expenditure, revenue, and enrollment trends for the Community Health Plan (Plan) (the County's Knox-Keene licensed, publicly-operated health maintenance organization) Medi-Cal and Commercial membership and the General Relief Health Care Program (GRHCP). Developed and prepared projected capitation revenue and enrollment of the Plan. Met with upper management in the review and approval process for the budget request. Made recommendations to management for the effective use of resources and personnel.

Developed various internal management reports to monitor expenditures, capitation revenue, and enrollment as compared to budget allocations. Developed, analyzed, and made recommendations regarding the Plan's Medi-Cal capitation rate allocation categories (including medical services, pharmacy, reinsurance, and administration). Developed, prepared, and analyzed phase-in schedules, cost analysis, break-even analysis, effective use of resources, and forecasting revenue and enrollment.

**ACCOUNTANT II - July 18, 1994 to June 30, 1997.** *Section Head, Budget and Revenue Mgt.*

County of Los Angeles, Department of Health Services, Office of Managed Care

313 North Figueroa Street, Los Angeles, California 90012

Monthly Salary: \$3,065.00 (Approved Out of Class as a Financial Specialist II since August 1996)

Total Number of Mos. Worked: 35.5    Hours Per Week: 40    Number Supervised: 0

Reason for leaving: Not applicable. Promotion to Financial Specialist IV.

Responsible for the operation of the Budget and Revenue Management unit within the Office of Managed Care (OMC). Responsible for all aspects of the OMC budget management and financial forecasting. Responsible for the development, coordination, preparation, and analysis of the annual OMC County budget request. Reviewed and analyzed expenditure, revenue, and enrollment trends for the Community

Health Plan (Plan) (the County's Knox-Keene licensed, publicly-operated health maintenance organization) Medi-Cal and Commercial membership and the General Relief Health Care Program (GRHCP). Developed and prepared projected capitation revenue and enrollment of the Plan. Met with upper management in the review and approval process for the budget request. Made recommendations to management for the effective use of resources and personnel.

Developed various internal management reports to monitor expenditures, capitation revenue, and enrollment as compared to budget allocations. Developed, analyzed, and made recommendations regarding the Plan's Medi-Cal capitation rate allocation categories (including medical services, pharmacy, reinsurance, and administration). Developed, prepared, and analyzed phase-in schedules, cost analysis, break-even analysis, effective use of resources, and forecasting revenue and enrollment.

**ACCOUNTANT II - March 9, 1994 to July 15, 1994.** *Section Head, Budget.*

County of Los Angeles, Department of Health Services, Alcohol and Drug Program Administration

Monthly Salary: \$2,906.00

Total Number of Mos. Worked: 8    Hours Per Week: 40    Number Supervised: 0

Reason for leaving: Lateral transfer to another department within Health Services for career growth and expanded opportunities.

Responsible for developing and preparing Alcohol and Drug Program Administration's (ADPA): County Budget, Special Revenue Funds Budget, Program Budget, Countywide Children's Budget, and State Plan Budget. Assisted, monitored, and provided technical assistance to the Antelope Valley Rehabilitation Centers (AVRC's) regarding their program and County budget submissions.

Developed, prepared, and monitored the internal financial plan, ADPA's community contracts funding plan (over 200 ADPA contracts), and the Grant Expenditures Report. Analyzed State and Federal legislative requirements, grants restrictions, and availability in order to prepare revenue and expenditure projections, and to make recommendations regarding the programmatic impact of such findings to the Director, Financial Services Division and to ADPA divisional representatives.

**ACCOUNTANT I - February 3, 1992 to March 8, 1994.**

County of Los Angeles, Department of Health Services, Alcohol and Drug Program Administration

Monthly Salary: \$2,636.55

Total Number of Mos. Worked: 23      Hours Per Week: 40      Number Supervised: 0

Reason for leaving: Not applicable. Promotion to Accountant II.

*Please see above duties for Accountant II - March 9, 1994 to July 15, 1994. Same duties and responsibilities.*

**EDUCATION**

Bachelor of Science in Business Administration, Accounting option. December 1991

California State University, Los Angeles, California.

Dean's List 1990 & 1991.

Quarter Units Completed: 204

Quarter Units Completed in Major: 106

Willamette University, Salem, Oregon

Dates Attended: January 1981 to May 1982

Received college credit for Advanced Placement exam in English literature.

Major Subject: Mathematics

Semester Units Completed: 11

Semester Units Completed in Major: 3

**COMPUTER SKILLS**

Proficiency in Microsoft Excel, Access, Word, and WordPerfect 6.0.

**REFERENCES**

Available upon request.